

ACCOUNTABILITY AND OUTCOME MEASURES

STRATEGIC ISSUE

Given Governor Carnahan's call for the implementation of a highly productive Workforce Development System, there is a need for simple and clearly understood outcome measures that are customer focused. Missourians will expect the new Division of Workforce Development and One-Stop Career Centers to be accountable for effectively serving Missourians. Performance measures must have a clear relationship to the Missouri workplace.

DESIRED OUTCOMES

An effective customer-based results and accountability system must: focus on the customer; adequately measure federal, state, and local performance outcomes; provide performance benchmarks; and be responsive to management at all levels. It must be a cost-effective system that promotes a positive return on investment in the Workforce Development System, as well as an accurate reflection of federal performance requirements.

STRATEGIES

Customer service decision making is being devolved to the Workforce Investment Boards and One-Stop Career Centers. To ensure effectiveness of the new Workforce Development System, the level of funding for these community-based sites should be based, in part, on the results obtained. Missouri should use discretionary workforce

development program funds (Wagner-Peyser 10%, JTPA incentive, etc.) to pay for results; rewarding timely job placement, job retention, higher earnings, integration, and the mobilization of local resources. As discretionary funds are distributed, consideration should be given to local economic conditions and other variables that may affect the delivery of employment and training services.

In response to the Governor's Show-Me Results, the Missouri Training and Employment Council (in conjunction with the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education) has established baselines for measuring workforce development system performance. The Council has also set performance targets in the areas of: the number of people who get jobs; the number of people getting jobs at higher wages; the number of people who move above the poverty line; and the number of people who remain employed for twelve months.

Given the standards for performance outlined in the Workforce Investment Act of 1998 (H.R. 1385), Missouri appears to be ahead of the nation in setting performance targets. The Act mandates the establishment of system performance targets for each state through a process of negotiation between the Governor and the Secretary of the U.S. Department of Labor. Missouri's results-based performance measures will be used in conjunction with measures mandated by the federal government.

Given passage of the Workforce Investment Act of 1998 (H.R. 1385), the Missouri Training and Employment Council should evaluate system performance baselines and targets for the new Division of Workforce Development and One-Stop Career Centers. The baselines and targets established by the Council will be the foundation for a performance tracking system.

Local service providers and One-Stop Career Center operators need accurate and timely information to manage and market their employment and training products. Also, the new Division of Workforce Development, local Workforce Investment Boards, and One-Stop Career Centers, and training providers must be accountable to Missourians for their performance in delivering employment and training services. A common set of statewide standards and a mechanism to negotiate specific performance targets should be established for each One-Stop Career Center. As the Division negotiates performance targets with the new Workforce Investment Board, the Boards should be allowed the flexibility to add additional outcomes to meet local requirements. Outcome measures must address the needs of job seekers and employers.

OUTCOME MEASURING FOR JOB-SEEKER CUSTOMERS

These measures address the goals for improving customers' employment and earnings, skill attainment or educational achievements, self-sufficiency, benefits or other outcomes.

- After being served by a One-Stop Career Center, an individual's progress

will be monitored through unemployment insurance wage records, or a comparable means, at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess progress.

- Customer outcomes that will be measured:
 - placement / obtained employment rate;
 - job retention;
 - higher earnings;
 - time to placement;
 - public assistance savings;
 - educational achievement; and
 - skill attainment.
- Performance measures that are mandated by funding sources, such as those for dislocated workers and economically disadvantaged customers.
- Governor's outcome measures and Show-Me Result measures applicable to workforce development. **[Appendix p. 127]**

OUTCOME MEASURING FOR EMPLOYER SATISFACTION

These measures address goals for helping employers recruit new employees, increase the skills of their current workforce or accomplish other business objectives.

- Surveys may be used but should be simple and easily completed. They should be mailed on a regularly agreed upon basis to meet local and statewide needs. Electronic surveying via Internet access should also be developed by the new Division.
- New employers will be provided workforce development information, which could be of value to them as soon as they apply for an unemployment account number.

- Labor market information will be readily available to employers in order to assess their current needs as to labor and wages.

CUSTOMER SATISFACTION MEASURES

These measures address goals for improving all customers' satisfaction with One-Stop Career Center services. The Missouri Training and Employment Council and the One-Stop Executive Team have designed job seeker and employer satisfaction surveys that provide an excellent base for future surveys.

- A simple written questionnaire or when applicable an electronic questionnaire should be provided to all customers to complete. This questionnaire should ask customers in short simple terms what outcomes they are trying to achieve.
- After analysis of these questionnaires, the One-Stop Career Center should modify service delivery methods, if necessary to satisfy the needs of customers.
- Surveys should be completed on premise, mailed out or completed electronically on a timely basis so as to ascertain One-Stop Career Center satisfaction.
- Surveys should be simple and designed to be easily computerized so as to facilitate analysis and comparison.
- A committee should be assigned to review these surveys, make recommendations, and ensure necessary changes are implemented to maximize efficiency and improve customer satisfaction.

EQUITY OF ACCESS MEASURES

These measures address goals for serving relevant customer populations, such as minority groups, veterans, individuals with disabilities, older workers, or particular types of businesses.

- Local demographics, economic conditions, and subpopulations must be considered when setting performance standards for each One-Stop Career Center.
- Each One-Stop Career Center should be provided with a quarterly report reflecting the number of clients served by type and the results obtained.

MEASUREMENT OF ALL SERVICES PROVIDED BY ONE-STOP CAREER CENTERS

These measures will allow the One-Stop Career Center to establish benchmarks, gauge success, and strive for continuous improvement.

- Each One-Stop Career Center's performance should be evaluated based on the number of customers served, customer satisfaction, and results obtained.
- All customers entering the One-Stop Career Center need to be counted and each service provided to the individual should be documented.
- All electronic activity, whether on or off site, needs to be tallied (ie: **Missouri WORKS!** job orders entered, job orders viewed, and obtained employments) by an electronic means.
- Economic conditions and population demographics in the Labor Market Area should be considered when setting performance standards for each One-Stop Career Center and when

comparing One-Stop Career Center statistics.

VISIBILITY AND MARKET PENETRATION MEASURES

These measures assess the extent to which potential customers (job seekers, employers, and the general public) are aware of and use the One-Stop Career Center services.

- All services provided to clients and employers through the Workforce Development System should be publicized by all means possible including:
 - government publications;
 - employer publications and seminars;
 - chamber of commerce publications and seminars; and
 - other public and private sources including handouts and mailings.
- A mechanism should be established to maximize publicity regarding employment and training services provided through the new Workforce Development System.

RESEARCH AND ANALYSIS

The Research and Analysis Unit plays a vital role in the new Workforce Development System. The Unit produces a wide variety of labor market information, including employment, unemployment, and wage data. This information will be important as greater emphasis is placed on being responsive to the needs of job seekers and employers.

Much of the basic data collection and production is done through cooperative agreements with the U.S. Department of

Labor's Bureau of Labor Statistics. Industry and occupational employment projections, wage data, and other labor market information have been produced using funds from the U.S. Department of Labor's Employment and Training Administration.

Since labor market information is critical to One-Stop Career Centers' capability to serve job seekers and employers, the Research and Analysis Unit within the Department of Labor and Industrial Relations will be moved to the new Division of Workforce Development. While data may be evaluated by a variety of methods and agencies, the Research and Analysis Unit will be responsible for maintaining a tracking system to monitor performance of One-Stop Career Centers and the new Workforce Development System as a whole.

The Research and Analysis Unit will work closely with local Workforce Investment Boards to ensure measures used to assess One-Stop Career Center performance are useful for policy decision making and are understandable for job seekers and employers. The Boards will be provided timely information regarding the performance of One-Stop Career Centers and full access to the automated performance reporting system.

For the new Workforce Development System to reach its full potential, a highly responsive automation system is needed to link data from various agencies in order to provide effective case management and to measure outcomes. As additional partners join the local One-Stop Career Centers, the need to link fragmented data systems becomes a major challenge.

*Source of Information: Customer Based
Results and Accountability Taskforce
[Appendix p. 129] and the Workforce
Development Transition Team*